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16 January 1973

MEMORANDUM FOR: Director of Personnel

SUBJECT : Review and Sharing Agency Personnel Management Approaches and Practices

REFERENCE : Memo for ExDir-Compt fr MAG, subj: Policies and Procedures in Separate Components Applicable Elsewhere

1. The MAG paper quite correctly proposed that Agency managers should identify and share successful personnel management ideas, methods and techniques as well as developing solutions to common problems. The samplings that they have cited are only a fraction of the methods and approaches to personnel management as practiced by the operating component managers and the several career service boards and panels.
2. In the course of the Plans Staff's development of the proposals for the Agency Personnel Development Plan and the Annual Personnel Plan, it became increasingly evident that a Personnel Management Effectiveness Review system of some type should also be established by the Office of Personnel in order to keep abreast of the substance and the effectiveness of the approaches, philosophy and methods applied by the various echelons of managers of Agency personnel. The information gleaned through such a systematic review could be shared with other managers toward achieving the kinds of improvements such as reflected in the several specific accomplishments highlighted in the MAG memorandum. Guidance, advice and assistance could also be provided by the Office of Personnel where such a need was indicated. [] has begun preliminary work on developing a pilot project within one of the Directorates (probably the DDI) to review personnel programs and activities within selected Career Services to develop information and identify approaches to improve the quality of personnel administration.

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3. The proliferation of career management units, advisors and counselors within the operating components of the Agency are indicative of the emphasis currently placed by component managers on personnel management matters. In most instances these functions are performed by career officers of the operating component rather than OP assigned Personnel Officers. While this arrangement is not inappropriate, their credentials and orientation in personnel management matters is a relatively unknown quantity. Unlike the component Personnel Officers, these officers have no established channels of communication with the Office of Personnel which might provide guidance nor regular feedback on their various approaches to their responsibilities.

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4. The examples cited in the MAG paper include references to a variety of internal notices, etc. promulgated within certain components pertaining to personnel management, programs and policies. The recent CSI prepared and distributed within the CS on "Fitness Reports" is an example of a type of issuance which may well have proven to be in conflict with the pending proposal on Agency guidance on Fitness Reports. At one time copies of internal notices of this type were regularly provided the Office of Personnel, for information purposes at least, prior to distribution.

5. The Office of Personnel is the logical "clearing house" for identification, review and sharing of personnel related information on successful approaches developed within the components and career services as well as the focal point for guidance and assistance to operating managers in carrying out their personnel management responsibilities. The present access channels already established with the Agency operating components (PMCD, SPD, assigned Personnel Officers, etc.) could be tasked to pursue this type of informational objective. [redacted] development of a pilot project within a cooperative Directorate could provide us with a basis for structuring our approach for the future.

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[redacted]
Deputy Director of Personnel
for Plans and Control

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